

Nebraska Health and Human Services System

Child Support Enforcement



2005-2010 Strategic Plan



2005-2010 Nebraska CSE Strategic Plan



Introduction

The Nebraska Child Support Enforcement Strategic (CSE) Plan represents the shared commitment of child support professionals throughout Nebraska to provide first-rate services to parents and children. The Strategic Plan is the collaborative product of representatives from almost every facet of the Nebraska child support environment and establishes the Child Support Enforcement Program service delivery roadmap for the next five years.

Developed with customers, participants and stakeholders representing diverse involvement and interest in the Nebraska Child Support Enforcement Program, the 2005-2010 Strategic Plan reflects our understanding of and endeavor to achieve national Child Support Enforcement objectives while recognizing Nebraska and Family First priorities. The Plan provides the strategic vision for promoting the well-being of children, as well as family self-sufficiency and responsibility. It incorporates statewide goals translated to work plans and monitoring to insure that we remain vigilant in our efforts to meet plan objectives in Year 1 through Year 5.

The Nebraska CSE Strategic Plan:

- Serves as a framework for decisions and for securing resources and approval;
- Serves as a basis for more detailed planning;

- Explains the program strategies and objectives to others to inform, motivate and involve;
- Assists in program evaluation and performance monitoring; and
- Stimulates change and becomes the foundation for the next Strategic Plan.

Nebraska Child Support Enforcement Program

The primary customers and beneficiaries of the Child Support Enforcement Program are children and families in need of support. At the State level, the Child Support Enforcement Program is a partnership of agencies that work together to provide services for our customers. Our partners include:

- Nebraska Health and Human Services System;
- Nebraska County and Authorized Attorneys;
- Other county and state agencies including Clerks of the District Court, County Courts, Nebraska Department of Labor, Nebraska Department of Revenue, Nebraska State Court Administrator, and Nebraska Attorney General;
- Local agencies that assist individuals in need of services;
- Advocacy groups;
- Federal, State and Tribal Child Support Enforcement offices throughout the nation; and
- Federal government agencies that support aspects of the CSE



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Program such as the Department of Labor, Treasury, and Social Security Administration.

In addition to the integral support provided by government agencies, the support and participation of the private sector in Nebraska is crucial for the success of the Child Support Enforcement Program. Employers, financial institutions, hospitals, and the insurance community play an important role in helping Nebraska's children and families. Support collections from employer withholding remains the most significant source of support for children and families. Every employer that provides information and remits child support is helping support children and moving Nebraska families closer to the goal of self-sufficiency.

Our key stakeholders are the children and families who rely on the Child Support Enforcement Program for support and assistance, support and advocacy groups, and government and community organizations. The Nebraska Child Support Enforcement Program strives to provide our customers and stakeholders with the highest level of quality service. We value the collaboration with our cooperative agencies and their participation in all aspects of the program. Our mutual understanding and recognition of the challenges facing the CSE Program will help us achieve the Goals affirmed in our

Mission Statement:

To improve the well being of children and families by promoting the emotional and financial responsibility between parents and children, through locating parents, establishing paternity and support obligations, and monitoring and enforcing those obligations.

Highlights from Nebraska CSE Strategic Plan

The Nebraska CSE Strategic Plan is a commitment to core values focusing on Families First oriented goals. An example of our Families First emphasis is identified in Goal 4 that includes an indicator that measures the percentage of total distributed collections disbursed to families.

The following overview identifies our Strategic Plan goals, indicators that will help us measure our progress and establish a process to implement informed change, and strategies for the next 5 years.





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Nebraska CSE Strategic Plan Goals:

Goal 1: All Children Have Established Parentage.

Our focus for Goal 1 is to increase the percentage of children with a legal relationship with their parents by increasing the percentage of paternity established for children born out-of-wedlock.

Indicators:

- Percentage of CSE children born out-of-wedlock with paternity established or acknowledged;
- Percentage of all children born out-of-wedlock with paternity established or acknowledged;
- Percentage of children born out-of-wedlock with Voluntary Paternity Acknowledgments;
- Percentage of children in the CSE caseload with paternity resolved; and
- Percentage of children living in married couple households.

Goal 2: All Children in CSE Cases Have Support Orders.

Our focus for Goal 2 is to increase the percentage of CSE cases with support orders, including interstate CSE cases.

Indicators:

- Percentage of CSE cases with support orders; and
- Percentage of interstate responding CSE cases with support orders.



Goal 3: All Children in CSE Cases Have Medical Support Coverage.

Our focus for Goal 3 is to increase the percentage of CSE case with orders for Medical Support, and increase the percentage of CSE cases in which medical coverage is provided.

Indicators:

- Percentage of CSE cases with support orders in which Medical Support is ordered;
- Percentage of CSE cases with support orders in which Medical Support is ordered and provided;
- Percentage of CSE cases with support orders in which Medical Support is provided from any source; and
- Medicaid cost savings attributed to Medicaid eligible children in the CSE caseload covered by private insurance or receiving cash medical support.

Goal 4: All Children in CSE Cases Receive Financial Support from Parents as Ordered.

Our focus for Goal 4 is to increase the collection rate for CSE cases and the amount of monies disbursed to families.

Indicators:

- Total dollar amount distributed in CSE cases;
- Percentage of total distributed collections disbursed to families;
- Accumulated year-end undistributed collections as a percentage of total annual collections;



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- CSE collection rate for current support;
- Percentage of CSE cases with support orders receiving collections;
- Percentage of arrears cases with a collection on arrears;
- Percentage of interstate responding CSE cases with collections; and
- Percentage of Temporary Assistance for Needy Families (TANF) cases closed in which child support was received.

Goal 5: The Nebraska CSE Program will be Efficient and Responsive in its Operations.

Our focus for Goal 5 is to operate a program that is efficient in its cost effectiveness and service delivery, but remains responsive to all its customers and stakeholders.

Indicators:

- Total dollars collected per \$1 of expenditure;
- Medicaid cost savings attributed to private coverage or cash support received;
- Customer satisfaction surveys;
- CSE State survey satisfaction with Federal performance;
- Percentage of orders established within 6 months of locating the non-custodial parent;
- Percentage of cases with support orders or Service of Process completed within 90 days of locating the non-custodial parent; and
- Percentage of interstate cases in which the responding state acknowledges receipt or requests

additional information within 10 days.

To achieve our Strategic Plan Goals, we have established 5 fundamental Strategies. Each Strategy is comprised of high-level objectives that will be converted into action and work plans.

The Strategies for the 2005-2010 CSE Strategic Plan include:

1. Enhance Statewide Consistency/Uniformity/Accuracy;
2. Emphasize Timely and Accurate Reflection of Parental Responsibility;
3. Improve Automation Technology;
4. Ensure Effective Customer Service; and
5. Maximize Interjurisdictional Opportunities.

Monitoring and Evaluating

We recognize that monitoring and evaluating the implementation of the Strategic Plan is as important as identifying the strategic issues and goals. A focal point of our monitoring and evaluation process will be to ensure that we are following the direction established during strategic planning. We anticipate that each year of the Plan, we will re-evaluate and update action and work plans as necessary.





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The work plan developed within the framework of our Strategic Plan documents responsibilities for the implementation of the Plan. Monitoring our strategic planning efforts helps us evaluate the following questions:

- Will our goals/objectives be achieved in the specified timelines in the Plan?
- Do adequate resources exist to achieve the Strategic Plan goals and objectives?
- Do our goals, objectives and strategies remain realistic?
- Should priorities be changed and yearly action plans updated to put more focus on achieving specific Strategic Plan goals and objectives?
- Should goals/objectives/strategies be changed?
- What can we learn from monitoring for our future planning efforts?

Summary

A plan without the resources and commitment from management, stakeholders, service delivery staff, and a method to measure results is nothing more than a dust catcher destined for shelf space and the occasional program promotional opportunity. On the other hand, a

clearly defined, measurable and promoted Strategic Plan can determine where a program or organization is going over the next five years, how it's going to get there and how it will know if it got there.

The Nebraska CSE Strategic Plan is both a goals and issues based plan and starts with a focus on the mission of the Nebraska Child Support Enforcement Program. The strategic planning effort examined goals to work toward the mission, issues facing the Program, explored strategies to achieve the goals and address the issues, and action planning. The Nebraska CSE Strategic Plan is a 'living' plan, in that it will not gather dust on the shelf, nor will it be a static Plan. Importantly, the planning process involved a cross-section of CSE stakeholders and included people who will be responsible for implementing the Plan.

The Child Support Enforcement Program remains one of the pre-eminent government programs for setting realistic objectives and measurable results. The 2005 – 2010 Nebraska CSE Strategic Plan reflects how seriously we take our mission, and the tradition of setting high standards and accountability for achieving measurable results.



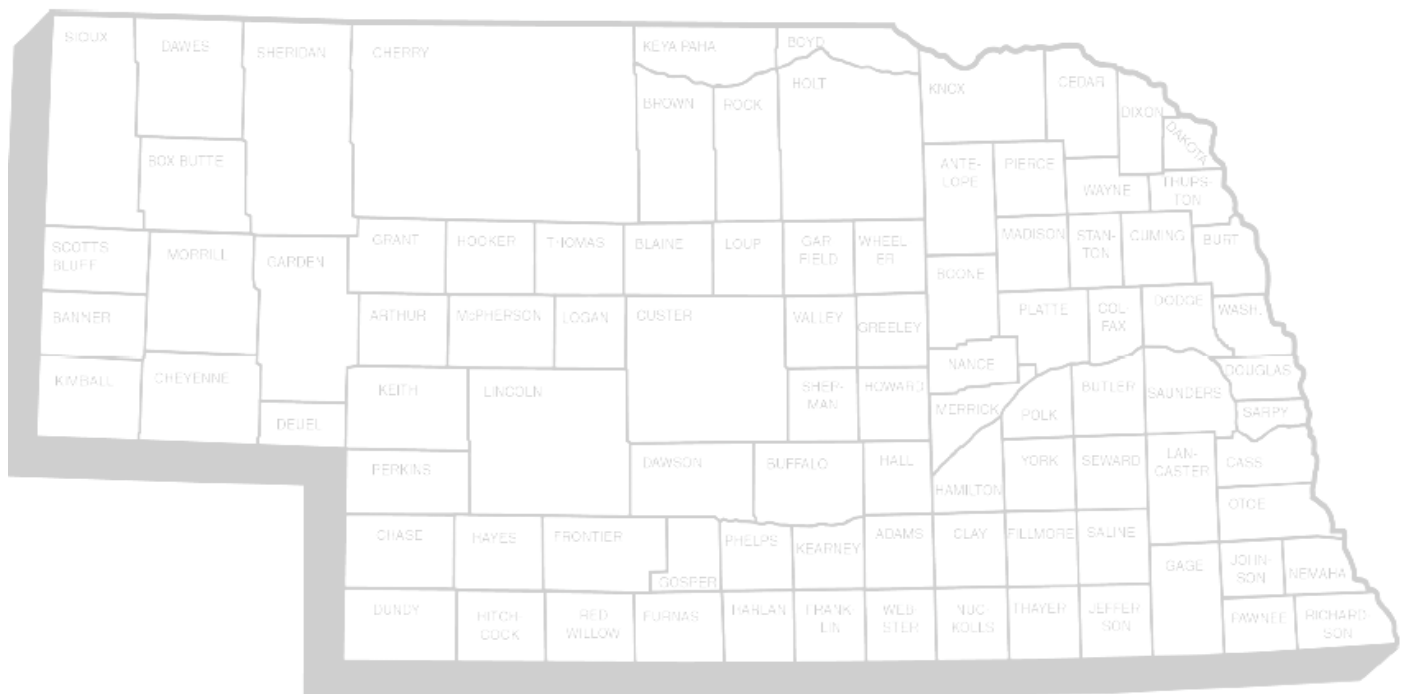


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Mission

To improve the well being of children and families by promoting the emotional and financial responsibility between parents and children, through locating parents, establishing paternity and support obligations, and monitoring and enforcing those obligations.





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Goals	Objectives	Indicators
Goal 1: All Children Have Established Parentage	<u>Objective A:</u> To Increase the Percentage of Children with a Legal Relationship with their Parents	<ol style="list-style-type: none">1. The Percentage of IV-D Children Born Out-of-Wedlock with Paternity Established or Acknowledged (Statutory Caseload Percentage) ¹2. The Percentage of All Children Born Out-of-Wedlock with Paternity Established or Acknowledged (Statutory Caseload Percentage) ²3. The Percentage of Children Born Out of Wedlock with Voluntary Paternity Acknowledgments4. The Percentage of Children in the IV-D Caseload with Paternity Resolved5. The Percentage of Children Living in Married Couple Households (TANF marriage measure: data source – Annual supplemental census data) *
Goal 2: All Children in IV-D Cases Have Support Orders	<u>Objective A:</u> To Increase the Percentage of IV-D Cases with Support Orders	<ol style="list-style-type: none">1. The Percentage of IV-D Cases with Support Orders (Statutory Support Order Performance Level)
	<u>Objective B:</u> To Increase the Percentage of Interjurisdictional IV-D Cases with Orders for Support	<ol style="list-style-type: none">1. The Percentage of Interstate Responding IV-D Cases with Support Orders2. [Placeholder for future Tribal and International Measures]
Goal 3: All Children in IV-D Cases Have Medical Coverage	<u>Objective A:</u> To Increase the Percentage of IV-D Cases with Orders for Medical Support	<ol style="list-style-type: none">1. The Percentage of IV-D Cases with Support Orders (excluding arrears-only cases) in which Medical Support is Ordered * #
	<u>Objective B:</u> To Increase the Percentage of IV-D Cases in which Medical Coverage is Provided	<ol style="list-style-type: none">1. The Percentage of IV-D Cases with Support Orders (excluding arrears-only cases) in which Medical Support is Ordered and Provided * #2. The Percentage of IV-D Cases (excluding arrears-only cases) with Medical Coverage Provided from Any Source*3. Medicaid Cost Savings Attributed to Medicaid Eligible Children in the IV-D Caseload Covered by Private Insurance or Receiving Cash Medical Support *



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Goals	Objectives	Indicators
<u>Goal 4:</u> All Children in IV-D Cases Receive Financial Support From Parents as Ordered	<u>Objective A:</u> To Increase the IV-D Collection Rate	1. Total Dollar Amount Distributed in IV-D Cases
		2. The Percentage of Total Distributed Collections Disbursed to Families *
		3. Accumulated Year-End Undistributed Collections as a Percentage of Total Annual Collections (Undistributed collections unresolved from line 9d OCSE 34-A) *
		4. IV-D Collection Rate for Current Support (Statutory Current Payment Performance Level)
		5. The Percentage of IV-D Cases with Support Orders (Current Assistance, Former Assistance, and Never Assistance) Where the Percentage of Current Child Support Paid is: 0%, 1-25%, 26-50%, 51-75%, 76-99% and 100% +
		6. The Percentage of Arrears Cases with a Collection on the Arrears (Statutory Arrearage Payment Performance Level)
	<u>Objective B:</u> To Increase the Percentage of Interjurisdictional IV-D cases with Collections	1. The Percentage of Interstate Responding IV-D Cases with Collections 2. [Placeholder for future Tribal and International Measures]
	<u>Objective C :*</u> To Increase the Number of Families Leaving TANF Who Receive Child Support Collections	1. The Percentage of TANF Cases Closed in Which Child Support Was Received (Line 14 of current 157 and TANF agencies report to HHS of the number of TANF cases closed) *



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<u>Goal 5:</u> The IV-D Program Will be Efficient and Responsive in its Operations	<u>Objective A:</u> To Operate an Efficient Program	1. Total Dollars Collected per \$1 of Expenditure (Statutory Cost-Effectiveness Performance Level) 2. See Goal 3, Objective B, Indicator 3 *
	<u>Objective B:</u> To Operate a Responsive Program	1. Periodic surveys including: <ul style="list-style-type: none">• Children First Customer Satisfaction Survey of Custodial and Noncustodial Parents' Satisfaction with Child Support Services• Survey of State Child Support Enforcement Programs' Satisfaction with Federal Performance• Percentage of Orders Established within 6 Months of Locating the Noncustodial Parent *• Percentage of Cases with Support Orders (and paternity, when necessary) or Service of Process Completed (when necessary) within 90 Calendar Days of Locating the Noncustodial Parent *• Percentage of Interstate Cases in which the Responding State Acknowledges Receipt of the Case and Requests Additional Information within 10 Days of Receipt * (Data will be taken from State Self Assessment reports)
	<u>Objective C:</u> To Increase Personal Responsibility in Public Assistance and Benefit Programs.	1. See Goal 4, Objective C, Indicator 1 * 2. Total Program Savings to Federal and State Benefit programs attributable to use of the FPLS Data as reported to OCSE by other agencies *

Footnotes:

1. The Ratio that the Total Number of Children in the IV-D Caseload in the FY or, at the option of the State, as of the end of the FY, who have been Born Out-of-Wedlock, the Paternity of Whom has been Established or Acknowledged, Bears to the Total Number of Children in the IV-D Caseload as of the end of the preceding FY who were Born Out-of-Wedlock
2. The Ratio that the Total Number of Minor Children who have been Born Out-of-Wedlock and for whom Paternity has been Established or Acknowledged during the FY, bears to the Total Number of Children Born Out-of-Wedlock during the preceding FY

Key:

* New Objectives or Indicators + Revised Indicators # Possible Future Incentive

Definition

IV-D (pronounced Four-D) refers to Title IV-D of the Social Security Act. It established the program known as Child Support Enforcement (CSE).



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STRATEGIES

Enhance Statewide Consistency/Uniformity/Accuracy

- Improve communication within the CSE arena
- Coordinate policy, technology, and operations decisions
- Expand partnerships with the Judicial System
- Increase policy knowledge
- Promote consistency in enforcement actions across the State of Nebraska
- Improve, simplify, and consolidate the organizational structure of the Child Support Enforcement Program
 - Regionalize authorized attorney system
 - Improve collaborative efforts with other Health and Human Services System programs/staff
- Develop and retain dedicated staff
- Maintain and promote proactive leadership vision and stability
- Expand on Child Support Enforcement assessment processes to achieve goals for continuous improvement
- Increase the uniformity of CHARTS (the child support computer system) usage
- Implement future federal mandates as required
- Explore Federal grants for program improvement
- Explore and address foster care issues related to child support
- Identify legislation needed for improvement

2. Emphasize Timely and Accurate Reflection of Parental Responsibility

- Enhance the process of Review and Modification of court orders
- Explore ways to reduce non-marital births
- Expand on administrative processes to reduce court time and improve establishment, enforcement, and modification of court orders
- Develop the availability of subject matter experts as needed
- Promote continued expansion of electronic funds transfer in and out of the payment center





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3. Improve Automation Technology

- Maintain and enhance CHARTS
- Improve measurement of medical support coverage
- Investigate and develop document imaging in CHARTS system
- Enhance interface with county/juvenile court system
- Work with Corrections to establish a statewide county jail reporting system
- Develop ongoing interaction and communication with insurance carriers
- Improve access to NFOCUS (the Economic Assistance computer system) information
- Develop information exchange from CHARTS to NFOCUS
- Reduce undistributed collections
- Provide access to more recent and accurate income information

4. Ensure Effective Customer Service

- Develop and implement early intervention/communication with non-custodial parents and custodial parents
- Identify opportunities to improve communication with Child Support Enforcement stakeholders
- Increase public awareness of the benefits of the child support program
- Network with external organizations and associations
- Investigate and develop referral processes for job placement for unemployed/underemployed non-custodial parents
- Increase employer awareness of the responsibilities of new hire reporting, child support payments, and insurance
- Explore options to resolve uncollectible arrears
- Explore low-cost health insurance options

5. Maximize Interjurisdictional Opportunities

- Expand tribal relations
- Increase % of interjurisdictional IV-D cases with collections
- Reconcile arrearages in out-of-state orders

